

# **Statement of purpose**

Health and Social Care Act 2008

## **Registered Address**

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## **Registered Locations**

Royal Papworth Hospital NHS Foundation Trust  
Papworth Everard  
Cambridge  
CB23 3RE

# **Statement of Purpose**

## **Aims and Objectives**

Royal Papworth Hospital NHS Foundation Trust (“Royal Papworth Hospital” or “the Trust”) is the UK’s largest specialist cardiothoracic hospital and the country’s main heart and lung transplant centre. We have an extraordinary commitment to delivering the highest levels of clinical quality and outcomes. Our vision is to provide excellence in specialist heart and lung services with a focus on value, effectiveness and growth, and a commitment to providing the best possible standards of personalised care to our patients.

Royal Papworth Hospital NHS Foundation Trust is a public benefit corporation authorised under the National Health Service Act 2006. The Principal Purpose of the Trust is the provision of goods and services for the purposes of the health service in England.

Royal Papworth Hospital has an associated charity The Royal Papworth Hospital NHS Foundation Trust Papworth Charity (Hospital Charity), registration number 1049224.

Royal Papworth Hospital is a founder member of Cambridge University Health Partners (CUHP), a partnership between one of the world's leading Universities and three NHS foundation trusts. It is a strategic partnership aiming to improve patient care, patient outcomes and population health through innovation and the integration of service delivery, health research and clinical education across the Cambridgeshire region and beyond. CUHP is a not-for-profit Company Limited by Guarantee, the members of which are the University of Cambridge, Cambridge and Peterborough NHS Foundation Trust, Cambridge University Hospitals NHS Foundation Trust and Royal Papworth Hospital NHS Foundation Trust.

## **Our Services**

We provide acute and specialised hospital services to individuals for or in connection with the prevention, diagnosis or treatment of illness and the promotion and protection of public health. We undertake the following regulated activities: treatment of disease, disorder and injury, surgical procedures, diagnostic and screening procedures, nursing care, blood and transplant services and remote clinical advice services.

## **Service Users**

We provide services predominately to adults aged 18-85+ and transition services to young adults. We provide occasional services to children when they cannot access care in other settings due to the specialised nature of their needs.

## **Specialised services**

Whilst Royal Papworth Hospital is a regional centre for the diagnosis and treatment of cardiothoracic disease, it is also a national centre for a range of specialist services, including, heart and lung transplant, pulmonary endarterectomy (PEA), Balloon pump angioplasty and Extra Corporeal Membrane Oxygenation (ECMO). Royal Papworth Hospital has the largest respiratory support and sleep centre (RSSC) in the UK.

The Hospital treated 24,291 inpatient/day cases and 92,245 outpatient episodes in 2017/18 from across the UK. Royal Papworth Hospital’s services are internationally recognised and include cardiology, respiratory medicine, cardiothoracic surgery and transplantation.

## **New Royal Papworth Hospital**

In 2019, we will open a brand new heart and lung hospital on the Cambridge Biomedical Campus. In 2017 the Trust was renamed Royal Papworth Hospital NHS Foundation Trust, following approval from Her Majesty The Queen, and our new hospital will be called Royal Papworth Hospital.

Our state-of-the-art new hospital will offer cutting-edge facilities for patients requiring heart and lung treatment in a bespoke building. The facilities will include:

- 310 beds, with virtually all being single rooms
- 46-bed Critical Care Area including Cardiac Recovery Unit and Cardiac High Dependency Unit
- 7 state-of-the-art theatres
- 5 Catheter Laboratories
- 6 inpatient wards and a 24-bed day ward
- A centrally-located outpatient unit
- State-of-the-art diagnostic and treatment facilities

These services will be provided at:

Royal Papworth Hospital NHS Foundation Trust  
 Papworth Road  
 Cambridge Biomedical Campus  
 Cambridge  
 CB2 0AY

### **Research Activity**

During 2017/18 we enrolled 1,328 patients across a balanced portfolio of 67 studies that were open to recruitment with over 60% of these studies being interventional (testing of new therapies and treatments). In addition to this recruitment activity we managed the follow up visits for over 120 ongoing studies.

Royal Papworth Hospital ranked as the top recruiting site in the UK for over 40% of multicentre NIHR portfolio studies that we supported, and was in the top 4 highest recruiters for 75% of these multicentre studies. The R&D department has worked hard to improve processes within the department and with the clinical teams. The department has restructured with the introduction of research teams with designated team leaders. This has resulted in an increase in studies recruiting to time and target thus benefitting our patients.

### **Education**

Royal Papworth Hospital is a University teaching hospital and as such has active links with Cambridge University, Anglia Ruskin University and University of East Anglia to support pre and post registration clinical programs in medicine, nursing, allied health and scientific careers. The Trust has a well-defined and developed pre professional pathway for staff in bands 1 – 4, which can lead to professional clinical registration.

The Papworth Professional Development program delivers clinical professional study and training to support knowledge and skill development locally, nationally and internationally.

### **Cambridge University Health Partners (CUHP)**

Cambridge University Health Partners (CUHP) is one of six Academic Health Science Centres in England whose mission is to improve patient healthcare by bringing together the NHS, industry and academia.

By inspiring and organising collaboration, CUHP aims to ensure patients reap the benefits of the world class research, clinicians and industry which are based in Cambridge and the surrounding area.

Academic Health Science Centres (AHSC) were launched by the Department of Health as they looked to identify outstanding clinical partnerships in England. Six centres in total were created and they were chosen due to their links with university research, clinicians and business as well as their capacity to further develop collaboration to improve healthcare for patients. CUHP was set up as a Limited Company in 2009 and was reaccredited in 2014 by the National Institute for Health Research for three years.

The Chairman and the Chief Executive of Royal Papworth Hospital NHS Foundation Trust are ex-officio Directors of CUHP, as are the Chair and Chief Executive of CUH and CPFT, the Vice-Chancellor of the University of Cambridge, the University Registry and the Regius Professor of Physic. There are also three further Directors with both clinical and academic responsibilities, one linked with each of the NHS Trusts.

## Strategy and operational plans

At Royal Papworth Hospital, our vision is to be the leading hospital in the UK providing excellence in specialist heart and lung patient care, based on research, education and innovation. Our focus is to keep pace with demand, deliver value and effectiveness, with a commitment to the highest levels of clinical quality and providing the best standards of personalised care possible to our patients.

The implementation of this strategy aims to ensure that Royal Papworth Hospital maintains and develops its position as a cardiothoracic centre of international standing, and supports our new state of the art hospital and research centre on the Cambridge Biomedical Campus.

### Strategic Objectives

Objectives <i>Strategic Plan Themes</i>	Challenges	Strategic initiatives
To meet specialist cardiothoracic healthcare needs	Meeting increasing demand given current capacity constraints	increasing patient throughputs to increase effective capacity providing additional capacity (at Papworth or at other centres) as needed improving scheduling and operational management to optimise utilisation and patient flows extending operational hours to provide additional capacity and access
To provide safe, high quality care	Continue to attract, develop and enable the best people to deliver excellent care	reviewing clinical staffing to ensure required numbers, roles and skill mix recruitment initiatives for identified 'hot spots' and to meet future requirements improving staff retention establish and reinforce desired values-based organisational culture
To Improve cardiothoracic care in the wider healthcare community	Increase the impact and influence of Papworth's clinical expertise to improve cardiothoracic care	influencing service change in the regional health economy working with NHS (England) on specialised commissioning developments increasing Papworth's research profile and impact strengthen Papworth's role as a clinical education provider
To maintain financial, operational and clinical sustainability	Meeting the financial challenges	achieve Long Term Financial Model income plan implement the Service Improvement Programme and realise the benefits
The new hospital – to realise the opportunities	Planning and relocating to the new hospital	successfully relocate and realise the benefits of the new hospital at the Cambridge Biomedical Campus

This is presented and shared with our services users and employees as:

# Royal Papworth Hospital 2018/19



**Royal Papworth Hospital**  
NHS Foundation Trust

## Our vision

- To bring tomorrow's treatments to today's patients.

## Our mission

- To provide excellent, specialist care to patients suffering from heart and lung disease.



## Our values

- **Leading with care**  
We put patient care at the heart of everything we do.
- **Instilling innovation**  
We look for every opportunity to innovate and improve.
- **Feeling valued**  
We ensure our staff members feel valued for the work they do.
- **Encouraging excellence**  
We encourage excellence in all aspects of clinical and non-clinical services.



## Our objectives

### Our patients

- We will strive to deliver continuous quality improvement, supporting excellent care and outcomes
- We will deliver our activity plan and meet our patient access targets.



### Our staff

- We will support and engage with our staff during this period of change, helping them to continue delivering excellent patient care.
- We will continue to enhance our reputation as an employer and attract high quality staff to work with us in all roles and departments.



### Our resources

- We will deliver a safe and effective move to the new Royal Papworth Hospital and our new office at Royal Papworth House.
- We will deliver our financial plan and recovery programme, supporting the Trust's return to financial stability.



### Our partners

- We will use the opportunity of our new hospital to innovate, develop partnerships with external organisations and build our reputation as one of the world's leading heart and lung hospitals.
- We will work closely with our Sustainability and Transformation Partnership (STP) partners to agree a high quality plan and deliver our commitments to the system through our leadership of cardiothoracic services.